Impact of Leadership Styles on Employee Performance in Hospitality Sector

SHORT SYNOPSIS

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I here by declare that the short synopsis "Title – Impact of Leadership Styles on Employee Performance in Hospitality Sector" being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in Management under School of Leadership & Management in management of Manav Rachna International Institute of Research & Studies, Faridabad during the academic year in 2024. It is a bona fide record of original work carried out under the supervision of Dr. Surbhi Kapur and has not been submitted in full or part to any other university or institute for degree or diploma. Further, it is certified that short synopsis is plagiarism free and proof has been submitted.

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ABSTRACT

The performance of any organization's employees is significantly impacted by the leadership style adopted. This study tries to explore whether Employee Involvement (EI), Happiness at workplace (HW) and Performance of Employees (PE) are affected by the style of leadership. Organizations must make sure that engaging behaviours are assessed and improved in the worker life cycle, encompassing recruiting, educating, and supervising performance. In this empirical study, data representing more than 500 workers on the front lines from 6 to 8 service-oriented organizations in India's Delhi-National Capital Region (Delhi-NCR) will be collected. The aim is to show the correlations between each of the variables. Moreover, the foundation of development for leadership program, particularly in hospitality sector organizations, might be an integrated strategy for creating and fostering leadership styles that drive EI and HW. Limited research in this area calls for attention towards the same. Scant research is observed in the hospitality arena in general and in the Indian context in particular.

Key Words: Leadership Styles, Employee involvement, Delhi-National Capital Region, Happiness at work, Employee Performance.

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1. INTRODUCTION

Businesses play a critical role in achieving economic progress in today's competitive world. The economy of present times is extremely competitive, particularly in the service sector, which requires adaptability as a crucial component for augmenting employee performance. The core capabilities of each employee must be a priority for the company in order to achieve optimal performance, as these competencies may influence the performance outcome. Organizations will develop sluggishly if they are unaware of the advantages and disadvantages of their industry. Therefore, it is crucial to continually improve employee performance. People need to be happy and comfortable at work to perform their best. A pleasant or positive "mental state that results from evaluating a job or work experience is known as job satisfaction". It is the feeling that workers have about the value of their work (Phyu, 2023). An emotional response to one's workplace is job satisfaction.

Broadly speaking, performance and exceeding expectations also determine job happiness. For the creation of high-quality work, employee job happiness is essential. Job performance is the term used to describe excellent work output (Thakur, Verma & Sharma, 2020). It becomes increasingly important for the leader and their leadership style to keep these employees happy at work.

Leadership is essential to a business's success. Strong leadership is essential for attracting, motivating, and retaining employees in organizations going through transition and development. The art or method of leadership involves convincing others to carry out their assigned tasks properly, smoothly, and economically. Line managers cannot function effectively without leadership. Managers' leadership makes promise into reality. The leadership of an organization permeates every part of the organization. The culture of an organization develops naturally when there is competent leadership. It is conducive to prevalence of effective and open communication where everyone offers suggestions to improve the organization, and everyone is aware of the mission and goals of the organization. People want to succeed because they think they are an essential part of an organization. Leadership with their employees produces products of the highest caliber that can compete effectively. The ability of their manager leaders to compete is more important to modern businesses than the caliber of their goods.

Leaders exhibit different leadership styles which can be defined as “a leader’s behavior and attitude of governance and supervision. It is the result of personality traits, experience, attitude and philosophy of the leaders” (Iqbal et al, 2016). Moreover, various situations call for different leadership philosophies. An “autocratic leadership” style may be most effective when there is little time to cover an agreement, quick work is needed, and a designated authority has significantly more experience or expertise than the rest of the team. In contrast, a more “participative and democratic style” may be more effective in a highly motivated and aligned team with a homogeneous level of expertise. The approach that best achieves the team's goals while considering the needs of followers and fellow team members of that organisation under the direction of an effective leader should be adopted. (Iqbal et al, 2016)

In a hotel, an employee's level of job satisfaction is solely dependent on the managerial leadership style which has a bigger impact on employees' productivity at work (Abdullahi et al, 2020). The Manager engages in a variety of permutations and combinations. At times combining various leadership philosophies can be quite beneficial to the organisation. Putting the team's agenda first is a key component of participatory leadership, as opposed to directive leadership. Moreover, getting perspectives, speaking to subordinates, and taking into consideration their thoughts and ideas, questioning the positives and negatives, and selecting only post an in-depth conversation with the team may lead to better results. The consensus system, assistance, entrusting tasks participation, and collaboration are connected to the participatory philosophy (Abdullahi et al, 2020).

The associations frequently depend on an organisational culture, and it establishes standards for proper conduct (Hai, 1986). Concepts and emotions that align with the company's values are reinforced by corporate culture. It affects employees' relationships both internally and externally. Individuals’ performance can be significantly impacted by culture (Kotter and Heskett., 1992). Employee objectives and motivation are also affected by culture. Despite a good understanding of organisational culture and its characteristics, it is still helpful to see culture from a variety of perspectives. For example, culture is viewed as a system of management authority. Furthermore, when cultural values are internalized by employees, a threefold strengthening with respect to the management’s influence and power is observed viz: employees internalize the organization's values when they feel they are correct, they identify with the organisation and accept its rules

because they feel it is the right thing to do, and they are motivated to accomplish the organization's goals (Cartwright, 1999). Studies also mention that Employee Involvement seems to impact positive worker conduct and thus draws researcher attention, and the hierarchical administration style is considered the way which aids better execution by the employees (Barasa and Kariuki, 2020).

Kahjeh et al state in their study that an organization’s leadership is one of the key elements that decides whether it succeeds or fails. The way a leader inspires and guides people to accomplish organizational objectives is known as their style. Transformational, transactional, autocratic, charismatic, bureaucratic, and democratic are the six main leadership philosophies that were discussed. This research threw light on a variety of leadership philosophies and specifically stated that democratic, transformational, bureaucratic, and autocratic leaderships all enhance the performance of the organisation. In contrast, transactional and charismatic leadership hinders employees' opportunities and freedom. The results indicated a negative correlation between organisational performance and charismatic, transactional, and bureaucratic leadership styles. Democratic, authoritarian, and transformative leadership philosophies showed a favourable correlation with the performance of the organisation, on the other hand. It was advised that companies employ a leadership style that brings out the best in their employees (Khajeh, 2018).

Therefore, leadership style comes across as an important variable to be further researched. The present study attempts to showcase the effect of leadership style on employee performance. Additionally, the study would also touch upon happiness at workplace and employee involvement. Both primary as well as secondary sources would be used to find the same.

2. LITERATURE REVIEW

A literature Review plays a crucial role in gaining a deeper and more precise understanding of the work that has already been done in a particular field. This is not only providing an insight into what has been explored and researched but also helps in identifying gaps in the existing research.

2.1 Leadership Styles

An integrative definition of leadership is that "a leader is one or more people who select, equip, train, and influence one or more follower(s) who have diverse gifts, abilities, and skills and focuses the follower(s) to the organization's mission and objectives causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives". (Winston & Patterson, 2006)

One of the key means of fostering organizational commitment is effective leadership. To choose the best leadership style in an organization could be a tough endeavour for the management. A study attempted to further augment the knowledge of transactional and transformational leadership philosophies and examine how they affect workers' commitment in Karachi's private institutions. It emphasized that comprehending the correlation between leadership styles and organizational commitment can aid management in selecting a suitable leadership style for various scenarios, thereby fostering staff commitment, and ultimately increasing the organization's profit margin. The goal of the study was to investigate how organizational commitment is affected by transactional and transformational leadership philosophies. The findings demonstrated the ways in which transactional and transformational leadership philosophies impacted workers' levels of organizational commitment. It was found that organizational commitment is positively correlated with both leadership philosophies (Khajeh, 2018). However, organizational commitment is one area where transformational leadership tends to have a greater impact. The research's conclusions and outcomes indicate that both transactional and transformational leadership philosophies are likely to increase workers' loyalty and commitment to their companies. But when it comes to employee commitment, transformational leadership appears to outweigh transactional leadership.

Research corroborates that one's leadership style is a reflection of their followers' "doing" and "behaving." There are many facets to leadership, and various leadership philosophies can be identified, including authoritarian, bureaucratic, charismatic, and participative. There is little doubt

that a company's leadership has a significant influence on its performance as well as the happiness and engagement of its workforce. According to several academics, executives who employ effective leadership styles motivate and facilitate the success of their workforce. To promote performance levels in the professional development of firm personnel, leaders must adopt successful leadership styles as organizational effectiveness and leadership philosophies are closely associated (Bhargawi & Yaseen, 2016).

2.2 Employee involvement

Research has also described the manner in which a leader leads and the relationships they employ to encourage other people to collaborate towards a common aim or target. In line with contemporary leadership styles, the following categories apply to leadership styles: transformational, transactional, culture-based, charismatic, and visionary. A competent leader recognizes the role that workers play in accomplishing the organization's objectives and knows that employee motivation is critical to reaching these objectives. Various leadership philosophies have various effects that influence employees' attitudes and behaviours either directly or indirectly (Harris et al, 2007)

According to a large body of investigation, involvement of employee is positively correlated with employee attitudes and performance as well as customer satisfaction. This suggests that "an employee's discretionary effort results in the engagement-profit chain, as such an employee is more productive, provides superior customer service, and occasionally remains in their positions more time." (Baquero, Delgado, Escortell and Sapena, 2020) All of this results in contented customers who spend more money and recommend businesses to others, increasing sales and profits and ultimately raising the underlying stock price. This research demonstrates the relationship between involvement and factors including assistance, revenue, security, preservation, as well as profitability. Employee who enjoy their jobs are more inclined to make additional attempts and exhibit ethical behaviours including generosity, social responsibility, professionalism, etc. by means of their actions that are inclined to contribute to the effective enabling organizations to continue their high levels of performance and efficiency. The study mentioned above makes it clear that employee engagement and happiness at workplace significantly affects many aspects of both the performance of individuals and organization (Kotter and Cohen, 2002).

2.3 Happiness at work place

(Ghadi, & Almanaga'h, 2020) state that the idea of "happiness at work" refers to how much of a suitable work environment does management and the company give their workers that encourages loyalty and commitment to the company. Achieving happiness in the workplace and helping employees achieve it effectively and positively works when it becomes a daily routine and turns positive emotions into a controller against negative ones brought on by fatigue or other stressors.

Happiness at Work has also been described as a collection of initiatives, programmes, and services designed to support workers' psychological, mental, and physical well-being as indicators of their importance in shaping their behaviour, performance on the job, and productivity as well as to encourage them to work hard and feel a sense of loyalty and belonging to the organisation (Dutton & Edmunds, 2007).

A study examines a theoretical model examining the potential mediating role of job crafting as a link between empowering leadership and job satisfaction at work, and the impact of job crafting on happiness at work through the lens of job crafting. The findings showed that there is no statistically significant correlation between empowered leadership and job satisfaction (Ghadi and Almanagah, 2019).

An investigation on how transformational leadership influences Saudi Arabian hotel employees' positive discretionary work behavior was attempted. It aimed to examine how innovations in leadership may have historically impacted the Saudi Arabian hospitality sector's satisfaction with work, efficiency, and motivation. The study used a combination of methods and collected data both quantitatively and qualitatively. Hotel staff members were given questionnaires to fill up their perspectives on leadership styles and discretionary actions, and in-depth interviews with chosen managers were conducted to learn more about their methods of management. A substantially favourable association between revolutionary management and autonomous work behavior was discovered by the study among Saudi Arabian hotel employees. Individuals working for revolutionary managers proved more inclined to engage in highly spontaneous work behaviour, such as going beyond what is required for their assigned responsibilities. Additionally,

the qualitative information from the telephonic interviews highlighted the part played by inspirational managers in creating a motivating and beneficial working atmosphere. It was also highlighted that those management techniques helped the hotel industry's overall productivity and job happiness (Abduljabbar and Alharbi, 2023).

2.4 Employee Performance

Phyu investigated the Glory Farmer Development (G) bank's leadership practices, worker happiness, and productivity. The goals were to assess how different leadership philosophies affect employee satisfaction with their jobs and how employee job satisfaction affects G bank employees' performance. Both qualitative and quantitative research methods were used in this examination. 140 G bank (Administrative centre) and branch representatives at Yangon, or 30% of the complete labour force, were chosen utilizing a direct irregular determination technique. The most well-known administration principle, according to G bank representatives, is extraordinary initiative. This study states that initiative methods of reasoning can influence work happiness, conditional and free enterprise and administration ways of thinking which in turn affect work fulfillment (Phyu, 2023).

Wong & Laschinger tested a theory connecting nurses' views of structural empowerment, performance, and work happiness with managers' genuine leadership. As authentic leadership places a special emphasis on building empowering relationships between leaders and followers, it has been proposed that the essential element of successful leadership needed to establish safe work environments is real leadership. Few studies have looked at the impact of authentic leadership on nurses' empowerment and work results. However, the effect of the role of empowerment and leadership style on job satisfaction is widely established. The findings imply that nurses believe they have access to workplace empowerment subject to their perception about their supervisors providing transparency, high ethical standards, processes and frameworks leading to greater performance and happiness with their jobs (Wong & Laschinger, 2013).

Research has asserted that performance on the part of employees is related to leadership. There is evidence supporting the link between performance and leadership. Any group's efficacy is mostly determined by the caliber of its leadership; a leader who demonstrates effective behaviour can help

followers achieve their goals, which in turn leads to productive performance (Veliu, Manxhari, Demiri & Jahaj, 2017). Kirkpatrick and Locke asserted that the organisational factor that has been studied the most in relation to its possible influence on worker performance is leadership and stated that more than 35 research studies found a link between performance and leadership that was good. Since leadership has a beneficial impact on worker performance, it is crucial to ensuring that both organisational and individual performance are rising. Performance is the outcome of an ordered or undertaken task that is completed, executed, carried out, or worked out. A leader's style greatly influences this. An employee's performance is determined by both his actions and inactions. The quality and quantity of work produced, attendance at work, helpfulness and accommodations, and timeliness of work are all aspects of employee performance. Individual performance revealed that it is impossible to verify an individual's performance, according to the study's findings. In a similar spirit, he asserts that businesses can use direct bonuses and rewards based on individual achievement provided employee performance is evident. The study's analysis of employee performance revealed that discrimination against employees' productivity is directly impacted by how well their work is acknowledged, valued, and rewarded. The effectiveness of an organization's performance management system has a direct impact on employee morale and output (Kirkpatrick and Locke, 1996).

2.5 RESEARCH GAP

- Aspects like assessment of quality, customer satisfaction and employee engagement have been examined with regard to leadership styles but the effect of leadership style mediating Employee Involvement and Workplace happiness on employee performance in India's Customer Service Sector has not been touched upon.
- There is limited research on leadership styles in terms of hospitality arena and particularly in the National Capital Region of Delhi (Delhi – NCR)
- Most of the studies are from western countries and research in the Indian context is almost non existent.

3. OBJECTIVES OF THE STUDY

The study's goals are framed in the hotel industry's research deficit. The following goals guide the planned study:

1. To study the impact of leadership styles on employee performance.
2. To analyse the effect of employee involvement and workplace happiness on employee performance
3. To examine the relationship between different leadership styles and emplyee involvement
4. To evaluate the association between different leadership styles and workplace happiness
5. To assess the preferred leadership styles of leaders by the employees

4. RESEARCH METHODOLOGY

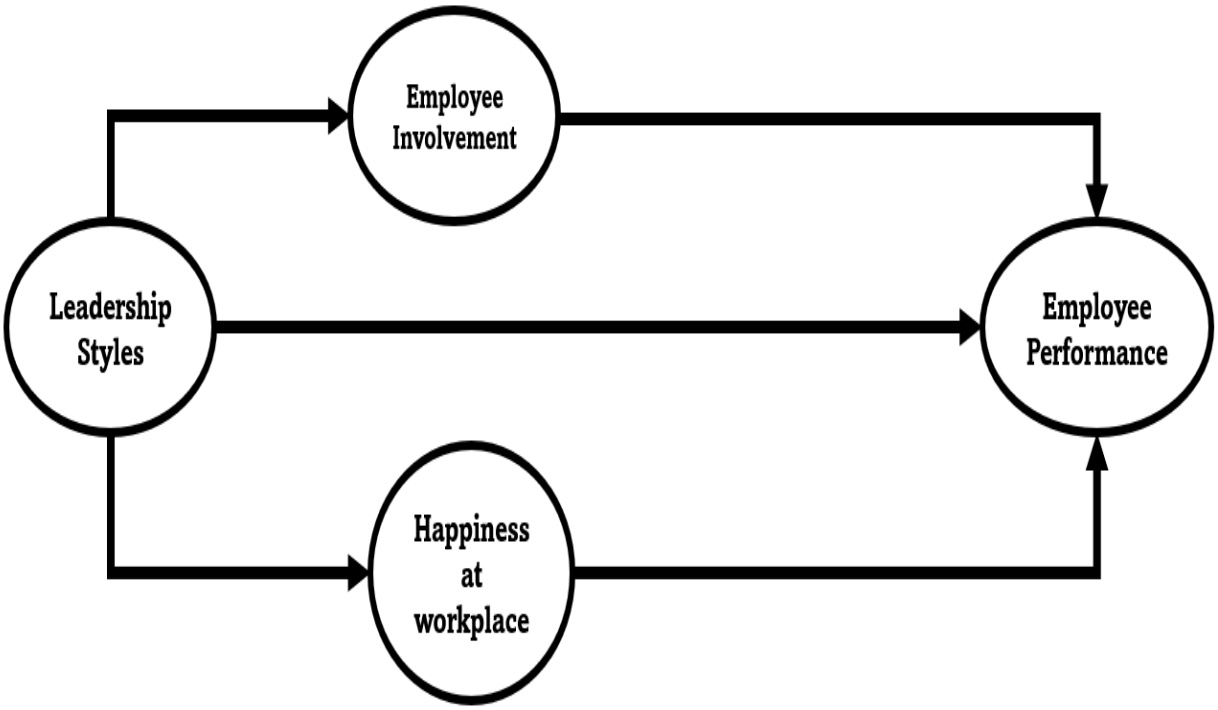
The study is restricted to the hospitality sector and as such would include 3 to 5 star properties. The rating of a hotel represents the quality of services they are providing. It usually varies from 1-star which is the lowest to 5-star which is the highest according to the quality, cleanliness and other standards. The hotels with a rating of 1 star are the cheaper staying options that lack even the basic services. In contrast, hotels with 5-star ratings provide luxury stays with world-class facilities. There are some 7-star hotels as well which provide more than exceptional services."(Difference Between 3-Star,4-Star, and 5-Star Hotels in India (fabhotels.com).

As Quantitative approach is “one of the suitable techniques to conduct the research in which its suitability for describing the phenomenon (i.e. employee performance) is apparent, simply by obtaining quantified opinions from the targeted respondents”. Moreover, “quantified opinions” facilitates the interpretation, comparison, and analysis of the data using a variety of statistical procedures (Aliaga and Gunderson, 2002). Typically, semi-structured questionnaires that have been modified or taken from other studies are used to gather “quantitative opinions”. Subsequently, all data undergo critical analysis and interpretation using the Statistical Package for Social Sciences (SPSS) software leading to unbiased results. “Rendering the findings solely based on the facts and figures of a critical analysis”. Therefore, this study would adopt the Quantitative way or empirical method to collect using a Structured Questionnaire.

Data would be collected from employees of six to eight professional service organizations in the National Capital Region of Delhi (Delhi NCR) using a combination of Stratified and Convenience sampling method. On a straightforward irregular premise, quantitative information would be taken from a rundown of frontline employees and their team leads given by these associations. They will be picked for the review since they're furnished with the most open doors and time to communicate with clients and are additionally accountable for offering the support. The sample size would be around 500 frontline Employees across Lower and Middle Level and their reporting managers at 3–5-star Rating hotels in Delhi NCR.

5. CONCEPTUAL FRAMEWORK

This study tries to find whether employee involvement and work place happiness has a positive impact on employee performance. The relevant variables of this study are leadership styles, employee performance, employee involvement and happiness at workplace. The framework shows Leadership styles as the independent variable and employee performance as the dependent variable. This study aims to explore the connection between employee performance and leadership styles with employee involvement and happiness at work place as the mediating variables. The role of EI and happiness at workplace in the link between leadership style and employee performance that emerges in this context is as follows:



Source: Developed basing Cole (1997)

Figure No. 1: Conceptual Framework

6. EXPECTED OUTCOME OF THE RESEARCH

The anticipated results include an impact of leadership on several managerial procedures, including hiring, instruction, management of performance comprising employee development, recognition, and rewards. During the hiring process, organisations must be careful to select leaders who are able to motivate individuals to perform at a higher level, who are prepared to stand by and support their peers, and who are action oriented. A person who holds a leadership role must behave in that capacity, be recognizable, and consistently step in to enhance the team's performance. If they don't, the leader will become an "absentee leader" and negatively impact their team members' customer service behaviour. Employing people with clearly defined leadership philosophies—transactional or transformational—is essential, but it's also critical to support them in developing these qualities through initiatives focused on learning and development. Team management would

be beneficial in reducing passive avoidance. Training programmes often concentrate on outlining the precise behaviours that can be deemed useful, while other programmes concentrate on assisting staff in understanding the "actions that shouldn't be done."

The expected outcome of the study is to add to the deficient research on leadership styles affecting employee performance in the service industry context and particularly in the Indian hospitality sector. It would throw light on the existing concerns of the frontliners and their perception on the styles of leadership they think would be most effective in aiding towards better employee performance.

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